INFOTAB

OBJECTIVES, STRATEGIES & STRUCTURE

(Agreed at the Bermuda Conference in October, 1980)

2025013811

DRAFT

ICOSI changed to INFOTAB
and minor revisions where
events have changed
March 1983

Source: https://www.industrydocuments.ucsf.edu/docs/qpbl0000

INDEX

	Page
INTRODUCTION	1
OVERALL OBJECTIVES	3
STRATEGIES	4
Provide a comprehensive information service to all members, including clearing house facilities to maximise the use of incoming information for all areas	4
Design and provide resources for use by member companies, NMAs and others	5
Support the NMAs, particularly those with fewer resources and expertise, and help create new NMAs	6
Help NMAs and affiliates mobilize the leaf-growing industry, particularly in the developing countries	7
Mobilize the wholesale and retail trade organisations at the international level	8
Assign projects to qualified groups from within the companies and allied organisations and engage outside consultants	9
Identify and work through allies and other third parties	10
Establish, direct or through third parties, as appropriate, contacts within designated international organisations	11
ORGANISATION OF SECRETARIAT AND DECISION-MAKING	12
Establish an appropriate organisation to achieve the overall objectives	12
Decision-making in the Secretariat	15

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INTRODUCTION

1. Since INFOTAB was conceived and formed, the situation confronting the industry has developed and grown and will continue to do so. These proposals are an attempt to ensure that, while faithful to the originally agreed positions, we appropriately adapt ourselves to be able to deal effectively with the developing situation.

2. It must be emphasized that throughout what follows, INFOTAB remains an organisation that supports the activities of NMAs, or the affiliates of member companies where no NMA exists.

3. This paper has the following objectives:

- To refine our overall objectives in the light of the experience thus far gained.
- To answer the question: "Exactly what is it we are trying to do"?
- To set out a series of strategies to achieve these overall objectives, basing them on the priorities reaffirmed at the Bermuda meeting on October 5-8, 1980.
- To suggest an organisation of the Secretariat that is best suited to carry out these strategies.

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4. It is felt that regional coordination based in the Secretariat, together with a system to facilitate decision-making, are cardinal points in developing a more relevant and effective INFOTAB organisation.

5. It is recognized that it will take some time to initiate and carry out the strategies outlined and that they involve continuing activities.

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OVERALL OBJECTIVES

1. To join in an international effort to combat the worldwide threat to our business, particularly in the fields of:

   - taxation on tobacco products
   - passive smoking issues
   - social acceptability of smoking
   - freedom to market our products
   - industry credibility.

2. To prevent, halt or slow down global adversary campaigns such as the WHO recommendations.

3. To develop international strategies and action plans for implementation, as appropriate, through NMAs, member companies and their affiliates, and with allies.

4. To establish an international monitoring and information exchange system in order to assure the fastest possible reception, assessment and response to events and intelligence.

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STRATEGY

PROVIDE A COMPREHENSIVE INFORMATION SERVICE TO ALL MEMBERS, INCLUDING CLEARING HOUSE FACILITIES TO MAXIMISE THE USE OF INCOMING INFORMATION FOR ALL AREAS

The clearing house of information function includes the collection, processing, analysis and distribution of information for use by:

- NMAs
- member companies and their affiliates
- national organisations of retailers, wholesalers, leaf-growers, etc., via NMAs or affiliates.

The Information Services is well established and is now in a strong position to fulfill the function of providing a wide range of information.

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Source: https://www.industrydocuments.ucsf.edu/docs/qpbl0000

STRATEGY

DESIGN AND PROVIDE RESOURCES FOR USE BY MEMBER COMPANIES, NMAs AND OTHERS

Create basic presentations on the main issues that can be given almost anywhere and in all principal languages.

Initiate, in consultation with the Advisory Group and project teams, special international studies needed to provide data for action plans. Also encourage, through NMAs, the commissioning of national studies (e.g. econometric studies).

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Source: https://www.industrydocuments.ucsf.edu/docs/qpbl0000

STRATEGY

SUPPORT THE NMAs, PARTICULARLY THOSE WITH FEWER RESOURCES AND EXPERTISE, AND HELP CREATE NEW NMAs

In coordination with executive directors of less strong NMAs, make the boards of these NMAs aware of what can be achieved. Make presentations to them to convince them and to show them how to strengthen their operations and take action.

Promote and coordinate support by NMAs for INFOTAB strategies and action plans.

In conjunction with member companies, establish clear targets of where and how new NMAs should be formed and help them develop their plans of action to carry out INFOTAB strategies. INFOTAB will encourage member companies of new NMAs to select an executive director from outside the membership, to the extent that this is possible.

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STRATEGY

HELP NMAs AND AFFILIATES MOBILIZE THE LEAF-GROWING INDUSTRY, PARTICULARLY IN THE DEVELOPING COUNTRIES

Provide NMAs or affiliates of member companies details of the issues, industry positions and support documentation (e.g. the EIU study).

Explain the full implications for leaf business of the WHO recommendations.

Encourage appointment of growers' representatives - who will contact governments and international organisations. The local industry can help to train them, but they must be representatives of the growers and not of the manufacturers.

Implementing this support should be the job of the INFOTAB Regional Coordinators and an appropriate project group, working through the local NMAs or through member company affiliates.

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STRATEGY

MOBILIZE THE WHOLESALE AND RETAIL TRADE ORGANISATIONS AT THE INTERNATIONAL LEVEL

Explain the issues and brief them on their responses. Encourage them to speak out and support the industry's cause - and thus their own.

Encourage NMAs to run trade orientation programmes at the national level.

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Source: https://www.industrydocuments.ucsf.edu/docs/qpbl0000

STRATEGY

ASSIGN PROJECTS TO QUALIFIED GROUPS FROM WITHIN THE COMPANIES AND ALLIED ORGANISATIONS AND ENGAGE OUTSIDE CONSULTANTS

Advise, support and serve as a coordinating link between project groups. Based on its global overview, the Secretariat should be free to contribute creative input to the project groups.

Identify emerging issues and, as necessary help set up project groups approved by the Board of Directors, to deal with the issues and to develop appropriate action plans and materials.

Upon request, recommend consultants who can provide necessary expertise and support services, as appropriate, for actions initiated by member companies, project groups, NMAs and other "family members".

Encourage member companies to make available personnel for work on projects.

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Source: https://www.industrydocuments.ucsf.edu/docs/qpbl0000

STRATEGY

IDENTIFY AND WORK THROUGH ALLIES AND OTHER THIRD PARTIES

Establish contacts with potential allies and other third parties willing to support the industry, particularly on the freedom-of-choice issue.

Also enlist the good offices of allies and third parties whose interests would be damaged if the WHO recommendations are implemented.

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Source: https://www.industrydocuments.ucsf.edu/docs/qpbl0000

STRATEGY

ESTABLISH, DIRECT OR THROUGH THIRD PARTIES, AS APPROPRIATE, CONTACTS WITHIN DESIGNATED INTERNATIONAL ORGANISATIONS

Monitor the planning of international organisations and obtain the earliest possible information regarding future moves by such organisations, which may affect the industry.

Also, make such organisations as the FAO, the IMF and the World Bank aware of the negative implications of proposed anti-tobacco measures (e.g. WHO recommendations).

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Source: https://www.industrydocuments.ucsf.edu/docs/qpbl0000

ORGANISATION OF THE SECRETARIAT AND DECISION-MAKING

ESTABLISH AN APPROPRIATE ORGANISATION TO ACHIEVE THE OVERALL OBJECTIVES

The problems and the attacks are global and the most practical method of handling them is through regional organisation.

The WHO has 6 regional offices covering the world and a representative and programme coordinator in nearly every country.

* For INFOTAB's purposes, it is proposed that the regional structure should be as follows:

    1. Europe, North America & Australia/New Zealand
    2. Latin America
    3. Africa & Middle East
    4. The Indian Sub-continent & Far East.

The Secretary General should be responsible for Region 1 (Europe, North America, Australia/New Zealand). Based in the INFOTAB Secretariat and responsible to the Secretary General, there should be sufficient senior staff qualified to represent INFOTAB in other regions, using specialisation where possible.

* Re-assessment in progress.

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In general terms, the job of the executives responsible for servicing the regions will be to arrange for the implementation through NMAs and member company affiliates, of agreed INFOTAB strategies and action plans, as appropriate and possible and depending on local circumstances.

They should be of middle-management status and ideally Spanish-speaking for Latin America and Arabic and French-speaking for Africa and the Middle East.

(Graphic representation on next page.)

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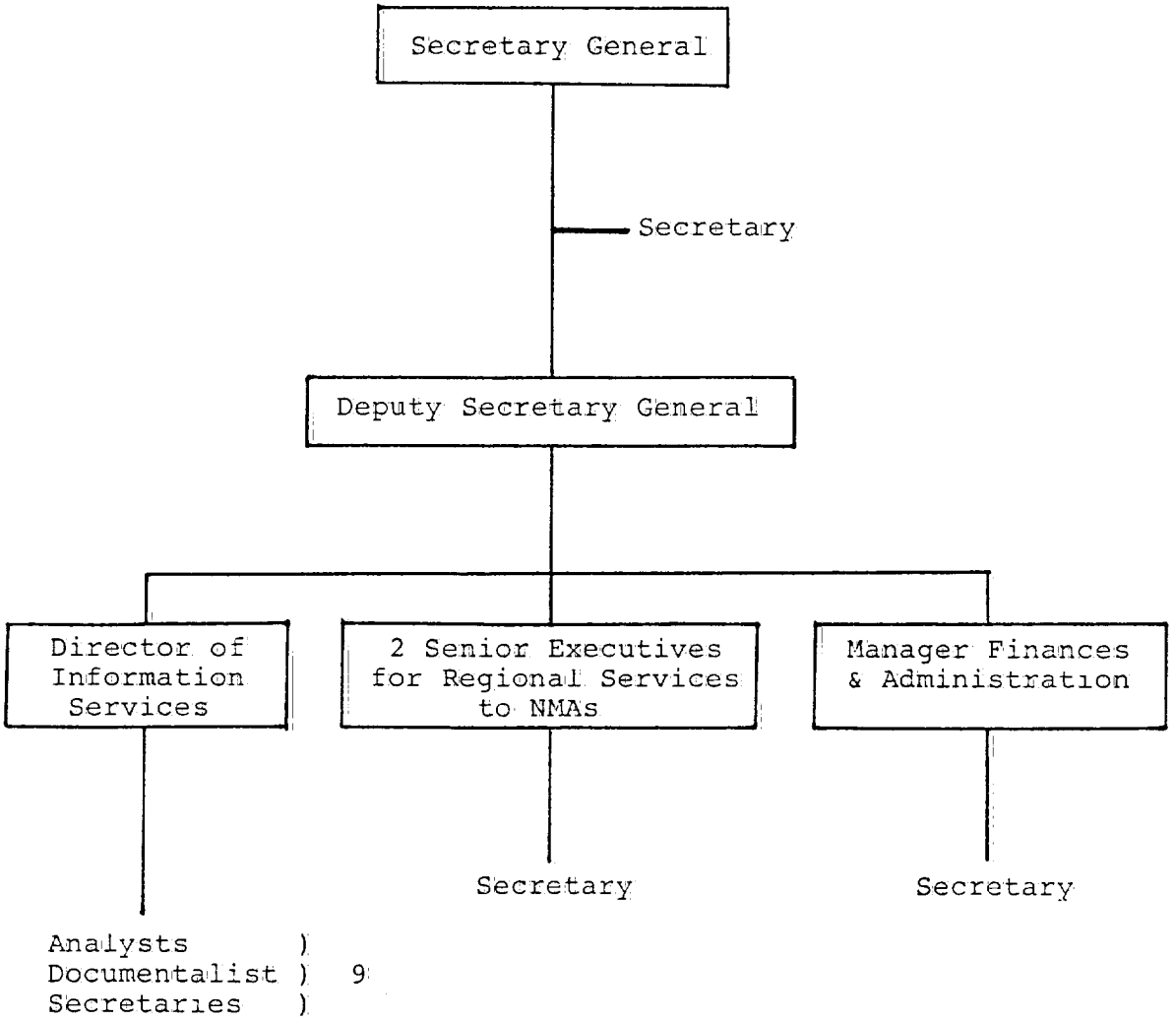
Source: https://www.industrydocuments.ucsf.edu/docs/qpbl0000

* ORGANISATION OF INFOTAB SECRETARIAT



Total 18 persons (17 now employed)

* Still under consideration.

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DECISION-MAKING IN THE SECRETARIAT

The Advisory Group comprising a member of each founding member company should meet at two-monthly intervals to assist and advise the Secretary General on initiatives and activities to be undertaken by the Secretariat and project groups.

The Advisory Group should assist in enlisting personnel for project groups when tasks are assigned.

Two members of the Advisory Group (past Chairing company and present Chairing company representatives) should form a budget planning committee to assist the Secretary General in presenting annual budgets to the Board of Directors.

It is recommended that the Advisory Group advise the Secretary General on decisions that need not be referred to the Board of Directors. If there is not consensus among the Advisory Group members or between the Secretary General and the Advisory Group, the Secretary General would contact the Chairman of the Board of Directors, who may make the decision or refer the matter to the full Board, as he sees fit.

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Source: https://www.industrydocuments.ucsf.edu/docs/qpbl0000

The Board of Directors will meet twice per year. Its role will be to concern itself principally with major decisions and matters of broad policy.

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